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ABSTRACT

Many of New York City's 35 private institutions of higher education are in financial difficulties and need the help of the City. This report by the Council of Higher Educational Institutions in New York City (CHEI) outlines 12 steps that can be taken to assist these institutions. These steps include: (1) absorption by the City University of New York of all private institutions now in financial trouble; (2) a tuition increase that would cover operating costs and other expenditures; (3) an annual subsidy on a per head basis; (4) the development of an operating plan whereby all credits can be transferred freely between all institutions; (5) a cooperative plan for hiring faculty; (6) the establishment of a New York City advisory corporation under the Mayor which could help the institutions deal with their financial problems; (7) the recruitment of a strong industry-education committee to be used as an advisory board; (8) launching a Council of Trustees to discuss mutual problems; (9) a study through the CHEI of all private institutions in the city; (10) a research project through the CHEI to develop special programs to be shared by the institutions and which would form the basis for ten years of cooperative planning; (11) the development of a strong City Department of Higher Education; and (12) the appointment of a CHEI steering committee to meet regularly with the Mayor. (AF)

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COUNCIL OF HIGHER EDUCATIONAL INSTITUTIONS IN NEW YORK CITY

NEW YORK CITY PRIVATE COLLEGES

New York City houses 35 private colleges - all fully accredited. These sectarian and non-sectarian institutions constitute one of the most important viable resources in this city.

The total enrollment for these institutions is approximately 160,000 full and part-time students with enrollments ranging from a low of 138 to a high of 34,582.[1] By taking an average tuition dollar of $1,300, this would mean that the private college's total tuitional income per year amounts to approximately $208,000,000. This figure would be increased by several million dollars if the income from dormitory and special fees were included.

While it is difficult to present an accurate figure of student purchasing power for New York City, the College Entrance Examination Board estimates a national figure of $550 per year for clothing, books, entertainment, and medical services. The total amount for students registered in the private colleges would be $88,000,000.

And now what about the current plight of these private institutions? In truth, with or without the Bundy money from New York State, many are fast heading for insolvency both here in New York City as well as elsewhere in the State. Already this City has recently experienced the closing of an institution with a current enrollment of approximately 400 students which had been operating for almost forty years.

The question, principally of financing, must then be faced squarely by New York City, the State of New York, the presidents of the private colleges, the City University of New York, the students involved,

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1. Part III, U.S. Office of Education, 1969

the various college administrations, the trustees, and the thousands of alumni. What must be done as well as what plans of action are available must be considered immediately. Suggested plans of action are listed below:

1. Request the City University of New York to absorb into its system all the private institutions now in financial trouble. This would involve accepting of students, employment of faculty, operating of physical plant, and absorption of all debts as well as taking over of all endowments.

2. Put into effect immediately, where needed, a tuition increase which would realistically cover operating cost, retirement of existing debts, as well as help offset the spiraling costs of inflation. Today many presidents are of the opinion that existing tuition charges are fast rising above and beyond the reach of many parents who want their well-qualified high school graduates to seek entrance to private institutions. College costs which used to be rising at 5-7% per year are now approaching 10%.

3. Provide each private institution with an annual subsidy on a per head basis so that the administration can be assured an annual fixed income for operating expenses. The amount suggested is $1,500 to $2,000 per year. This would avert possible financial collapse as well as offset expenses for adopting open admissions policies.

4. Develop, after careful study, an operating plan through CHEI whereby the credits for both undergraduate and graduate study may be transferred freely between all institutions. This would permit every institution to phase out classes with low enrollments as well

as classes which cannot be conducted on a financially solvent basis. This would also assist in the elimination of departments with low enrollments as well as help reduce the number of ineffective faculty.

5. Instigate a cooperative plan for hiring faculty which would help in the employment of a more competent faculty. Under this plan each institution would be placed in a stronger position to meet national salary scales and to utilize each faculty person in a more effective way.

6. Set up a separate New York City advisory corporation of outstanding businessmen under the Mayor which would work with the colleges and universities to deal with the financial problems of each institution of higher learning. This group would employ specialists in various fields which could be used without cost by each institution as needed.

7. Develop and recruit a strong industry-education committee which could be used as an advisory board to the CHEI presidents on problems of finance, management, alumni giving, and college recruitment.

8. Launch a Council of Trustees which could meet annually to discuss mutual problems including the trustees responsibilities, trustees recruitment, and other relationships such as those between trustees and students. This recommendation was made nearly five years ago at one of CHEI's Board Meetings by a vice president from CFAE.

9. Underwrite a research study through the CHEI of all private institutions in New York city which would:

   a. Explore the problems of each private institution as they exist today and develop suggestions for possible solutions.

b. Develop a plan providing concrete suggestions of ways and means of firming up strong relationships over a ten-year period between the presidents of the private colleges and the Chancellor of the City University of New York. Under this plan possible tension areas between public and private colleges would get a regular and continuous airing. Items for discussion might include: how to use faculty cooperatively, availability of physical facilities to nearby colleges, possible usage of equipment on a loan basis, problems arising from open admissions, as well as other areas in which potential friction might arise.

10. Fund a research project through the CHEI which might develop special programs to be shared by all the institutions and which would form the basis for ten years of cooperative planning. This was suggested in our Charter (copy attached) and would receive favorable, as well as financial, response by the New York State Department of Education. This long-range study could benefit all institutions, public and private.

11. Develop through the Mayor's Office a strong department of higher education with authority to work with the Council which could continuously explore ways and means of utilizing the physical, managerial, and cultural facilities of New York City for the benefit of the entire college community including some of the following:

a. Libraries

b. Armories

c. Civic Centers

d. Gymns

e. Playing Fields

f. Potential faculty housing

g. Centralized dormitory facilities

h. Use of major department experts such as planning

i. Washington D.C. fund raising office

j. cooperative purchasing

k. zoning

l. Other cooperative ventures as the need arises

12. Appoint a standing steering committee of the CHEI which could meet regularly with the Mayor and his staff to discuss problems, assess progress, and develop procedures which would provide avenues of mutual interest as well as future direction.

The above 12 steps outline some of the ways in which the private institutions need help from the Mayor of New York City. While some of the suggestions have state-wide implications, the role of the Council as a cooperative service vehicle is closely identified in providing a united front around major problems. Comments and suggestions are solicited, for what you do for your institution in strengthening it, you also do for the betterment of New York City.

"A POSITION PAPER FOR THE FUTURE"

Prepared by

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March, 1970

SPECIAL STUDY ON PRIVATE COLLEGES IN NEW YORK CITY

1. Total student enrollment (including day, evening, full & part-time)	160,000 *
2. Minority-group enrollment (approximate)	2,400 **
3. Amount of scholarship money available	$12,429,610 **
4. Other financial aid available	$10,103,427 **
5. Approximate amount of endowment	$446,286,524 **
6. Approximate value of property	$432,676,317 **
7. Average number of trustees per institution	23 **
8. Number of alumni	354,515 **
9. Number of volumes in library	7,425,780 **

* Figure taken from "Accredited Institutions of Higher Education", Federation of Regional Accrediting Commissions of Higher Education, 1969-70

** Figures taken from CHEI questionnaire